

Membership Balance Plan
Advisory Committee on Arlington National Cemetery

Agency: Department of Defense (DoD)

1. Authority: The Secretary of Defense, through the Secretary of the Army, pursuant to 10 U.S.C. § 4723 and in accordance with the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(a), established the Advisory Committee on Arlington National Cemetery (“the Committee”), a statutory advisory committee.
2. Mission/Function: The Committee will make periodic reports and recommendations to the Secretary of the Army with respect to the administration of Arlington National Cemetery, the erection of memorials at the cemetery, and master planning for the cemetery. Any and all advice and recommendations will also be forwarded to the Secretary of Defense or the Deputy Secretary of Defense.
3. Points of View: The Committee will be composed of no more than nine members, who are eminent authorities in their respective fields of interest or expertise, specifically bereavement practices and administrative oversight, the erection of memorials, and master planning for extending the life of the cemetery, including:
 - a. One member nominated by the Secretary of Veterans Affairs;
 - b. One member nominated by the Secretary of the American Battle Monuments Commission; and
 - c. No more than seven members nominated by the Secretary of the Army.

Members of the Committee who are not full-time or permanent part-time Federal officers or employees will be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as special government employee (SGE) members. Committee members who are full-time or permanent part-time Federal officers or employees will be appointed pursuant to 41 C.F.R. § 101-3.130(a) to serve as regular government employee (RGE) members. The DoD, unless otherwise instructed by statute or Presidential directive, does not use representative members on DoD-established or supported advisory committees.

The DoD, in selecting potential candidates for the Board, reviews the educational, experiential, and professional credentials of individuals and bases its selection on this review and the subject matters expected to be handled by the Board. The Department has found that viewing the complex issues facing the Army through a multidisciplinary advisory committee provides the Department and, more importantly, the American public with a broader understanding of the issues on which subsequent policy decisions are based.

Membership will be fairly balanced in terms of points of view represented and the functions to be performed by the Committee. The Committee’s membership balance is not static, and the Secretary of Defense may change the membership based upon work assigned to the Committee by the Secretary of Defense, the Deputy Secretary of Defense, or the Secretary of the Army, as the Committee’s Sponsor.

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Each member, based upon his or her individual and professional experiences, provides his or her best judgment on the matters before the Committee, and he or she does so without representing any particular point of view and in a manner that is free from conflict of interest.

4. Other Balance Factors: N/A
5. Candidate Identification Process: The Department of the Army, in selecting potential candidates, reviews the educational and professional credentials of individuals with extensive professional experience in bereavement practices and administrative oversight, the erection of memorials, and master planning for extending the life of the cemetery. Potential candidates are identified by the Committee's professional staff and senior DoD career and political officials. The Secretary of Veterans Affairs and the Secretary of the American Battle Monuments Commission will each nominate one members for consideration.

The Committee's Executive Director/Designated Federal Officer and staff review the credentials of each potential candidate in an effort to narrow the list for consideration by the Executive Director, Army National Military Cemeteries who, in turn, will make recommendations to the Secretary of the Army. During the Secretary of the Army's review, the Secretary strives to achieve a balance between the educational and professional credentials of the candidates and the subject matters anticipated to be reviewed by the Committee.

Once the Secretary of the Army has narrowed the list of candidates and before formal nomination to the Secretary of Defense, the list of candidates will undergo a review by the Office of General Counsel of the Department of Defense and the Office of the Advisory Committee Management Officer (ACMO) to ensure compliance with federal and DoD governance requirements, including compliance with the Committee's statute, charter and membership balance plan. Following this review, the Secretary of the Army discusses the potential nominees with the Secretary of Defense or the Deputy Secretary of Defense and requests authorization to proceed with the nominations. Pursuant to DoD policy, only the Secretary or the Deputy Secretary of Defense can authorize the appointment of individuals to serve on DoD established or supported advisory committees and subcommittees.

As part of its required in-processing for advisory committee members, DoD requires each member to complete the necessary appointment paperwork, to include meeting ethics requirements stipulated by the Office of Government Ethics for advisory committee members.

The Secretary of the Army is authorized to administratively certify the appointment of the Committee members that were previously authorized by the Secretary of Defense or the Deputy Secretary of Defense. Consistent with Deputy Secretary of Defense policy and the authority delegated to the ACMO by the Assistant Deputy Chief Management Officer, the ACMO is authorized to administratively certify the annual renewal of appointment of Committee members. Committee members will be appointed for a term of service of one-to-four years, with annual renewals. No member, unless authorized by the Secretary of

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Defense, may serve more than two consecutive terms of service on the Committee, including its subcommittees, or serve on more than two DoD federal advisory committees at one time.

Committee and subcommittee member vacancies will be filled in the same manner as described in the previous five paragraphs above.

6. Subcommittee Balance: DoD, when necessary and consistent with the Committee's mission and DoD policies and procedures, may establish subcommittees, working groups, or task forces to support the Committee.

The Committee has three permanent subcommittees. Each subcommittee member should have extensive professional experience in at least one of the following areas of operation and management of cemeteries: bereavement practices; erection of memorials and master planning; plans and strategies for addressing long-term governance challenges; and resource planning and allocation.

- a. The Explore Subcommittee will be composed of no more than nine members. The primary focus of this subcommittee is to review and provide recommendations to the Committee, for thorough discussion and deliberation in a properly noticed and open public meeting, on how the Army National Cemeteries Program ("the Program") can best capture and convey the history of the Army national cemeteries. More specifically, this subcommittee will address the following objectives: (i) examining the gravesite mementos left at Arlington National Cemetery Section 60 to recommend a sustainable and feasible artifacts policy and (ii) improving the quality of visitors' experiences now and for generations to come, including through an interpretive center and technology. The estimated number of subcommittee meetings is up to nine per year.
- b. The Honor Subcommittee will be composed of no more than nine members. The primary focus of this subcommittee is to review and provide recommendations to the Committee, for thorough discussion and deliberation in a properly noticed and open public meeting, on how the Program can best prepare for the future of the Army national cemeteries. Two primary focuses of this subcommittee are examining ways to extend the life of active burials and continuing to honor our veterans and their family members after all available space at the Arlington National Cemetery. The subcommittee will address the following specific objectives: (i) assess the current eligibility requirements for interment and inurnment at Arlington National Cemetery as they affect the available space and like of active burials, while ensuring that the recommendations serve and protect the interests of all service members and veterans, surviving family members, and the American public; (ii) review the existing designs of the Millennium Project to ensure that the selectee option best advances the Program's efforts to achieve the Program's vision; (iii) examine how to optimize the newly acquired land that had been used as the Navy Annex, including for burials and any additional Program purposes; and (iv) examine what the Program should focus on once its burial space is exhausted, which should also help inform the design of the Navy Annex land. The estimated number of subcommittee meetings is up to nine per year.

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- c. The Remember Subcommittee will be composed of no more than nine members. The primary focus of this subcommittee is to review and provide recommendations to the Committee, for thorough discussion and deliberation in a properly noticed and open public meeting, on how the Program can best maintain the Tomb of the Unknown Soldier Monument at Arlington National Cemetery. The subcommittee will address the following specific objectives: (i) assess the Program's current policy and practices of repairing the cracks in the large marble sarcophagus sitting atop the tomb of the World War I Unknown Soldier; (ii) examine the issue of repairing the adjacent marble Tomb slabs, including from structural, aesthetical, historical, and memorial perspectives; and (iii) examine what the Army can and should do with the marble stone that was gifted to the Army to replace the Tomb sarcophagus.. The estimated number of subcommittee meetings is up to nine per year.

Subcommittee members may be members of the Committee or new nominees, as recommended by the Secretary of the Army and based upon the points of view represented and the functions to be performed. Pursuant to Secretary of Defense policy, the Secretary of the Army is authorized to administratively certify the appointment of subcommittee members if the Secretary of Defense or the Deputy Secretary of Defense has previously authorized the individual's appointment to the Committee or another DoD advisory committee. If this prior authorization has not occurred, then the individual's subcommittee appointment must first be authorized by the Secretary of Defense or the Deputy Secretary of Defense and subsequently administratively certified by the Secretary of the Army.

Subcommittee members will be appointed for a term of service of one-to-four years, subject to annual renewals; however, no member shall serve more than two consecutive terms of service on the subcommittee. Subcommittee members, who are not full-time or permanent part-time Federal officers or employees, shall be appointed as experts or consultants pursuant to 5 U.S.C. §3109 to serve as SGE members. Those members who are full-time or permanent part-time Federal officers or employees shall be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as RGE members.

7. Other: As nominees are considered for appointment to the Board, the DoD adheres to the Office of Management and Budget's Revised Guidance on Appointment of Lobbyists to Federal Committees, Boards, and Commissions (79 F.R. 27482; August 13, 2014) and the rules and regulations issued by the Office of Government Ethics.
8. Date Prepared: July 31, 2016